

A GUIDE FOR

CHIEF HUMAN CAPITAL OFFICERS

Supporting New Appointees



As chief human capital officer, you share responsibility for delivering on your agency's mission, stewarding the public trust and managing your most valuable asset—people. Chief human capital officers develop strategies to attract, retain and develop talent to achieve key goals in the face of complexity and continual change.

Leadership transitions are among the most difficult changes for an organization and directly affect your agency's ability to achieve results. Political appointees have limited time to make an impact and must understand how to engage the workforce, especially career employees, from day one. You have a crucial role in supporting appointees to implement their priorities immediately and effectively.

The time you spend onboarding a new appointee creates a critical connection point and provides a platform for you to demonstrate your value as a strategic partner. During this initial onboarding phase, and over time, there will be:

- **First impressions**, from an appointee's swearing-in ceremony to his or her agency orientation, which set the tone for your future working relationship.
- **Collaboration** with an appointee's immediate team, chief of staff, White House liaison and C-suite partners, which supports his or her transition into a new role.
- **Important decisions** on people, budget, mission-critical priorities and other pressing topics, which appointees must be prepared to make.
- **Ethics requirements**, including training, compliance and reviews, which appointees will complete.
- **Strategic priorities** of the agency and administration, which appointees will implement.

This guide outlines leading practices and key actions you can take to build effective relationships with new appointees during their first weeks and throughout the onboarding process to position yourself as a trusted advisor. It includes insights and advice from current and former CHCOs, appointees and other federal leaders, and covers:

- ✓ **What** you need to know and do in the first few days, weeks and beyond.
- ✓ **Whom** you need to collaborate with to support transition.
- ✓ **What** and how much you need to communicate.
- ✓ **How** you should prepare for appointees' first days and weeks and support them over time.

POSITIONING APPOINTEES TO SUCCEED

As the agency's CHCO, you will be expected to deliver a seamless high-quality onboarding experience for new appointees. Your responsibility is to ensure new leaders have the information they need to perform their role and can execute their agenda from day one.

“You need to build credibility with your appointees, especially in key service areas that the CHCO has responsibility for.”

— *Raymond Limon, Chief Human Capital Officer, Department of the Interior*

The quality of an appointee's onboarding experience will set the tone for his or her relationship with the entire agency. When done well, new leaders are prepared to advance their agency's mission from the moment they arrive. If done poorly, the consequences include delays in staffing key positions, ethical missteps, or strategic errors in policy and program delivery. At worst, if an appointee is not able to effectively navigate processes or manage the organization's workforce, it can impede the agency's ability to respond effectively to critical service delivery and national security challenges.

You can take steps before appointees arrive at your agency to get to know them, including their skills, experience and knowledge of the federal government. On average, there are 88 days between an appointee's nomination and confirmation, according to analysis by the Partnership for Public Service (**Figure A**), giving you time to understand an appointee's background more thoroughly and prepare for his or her arrival. Appointees' backgrounds will vary, from those outside the public sector with little or no government experience, those with prior government experience returning from the private or other sectors, and those with longstanding federal service as career employees. While there is no single best approach, each agency should tailor onboarding to the professional style and experience of each appointee.

Figure A: Length of time between formal announcement and confirmation of senior presidential appointments requiring Senate confirmation (PAS)

The average number of days from announcement to confirmation for:

- A Cabinet secretary is **45.7 days**.
- A deputy secretary is **89.9 days**.
- An undersecretary is **102.6 days**.

Overall, the average length of time for these three PAS positions is **88.1 days**.

Data only includes nominees who were confirmed by the Senate. Top Senate-confirmed appointments include those in the 15 Cabinet-level executive branch departments at the levels of secretary, deputy secretary and undersecretary during the Clinton, Bush and Obama administrations. It does not include appointees who served in more than one PAS position.

Stepping into any senior leadership role can be daunting, and federal leaders face unique circumstances distinct from other sectors. For those appointees with limited or no experience leading organizations of the size and complexity of a federal agency, navigating these circumstances can be particularly challenging. Appointees' work is heavily influenced by factors out of their direct control, and subject to significant scrutiny within and outside of the government including by Congress, inspectors general and the media.

Figure B: Average length of tenure for senior leaders

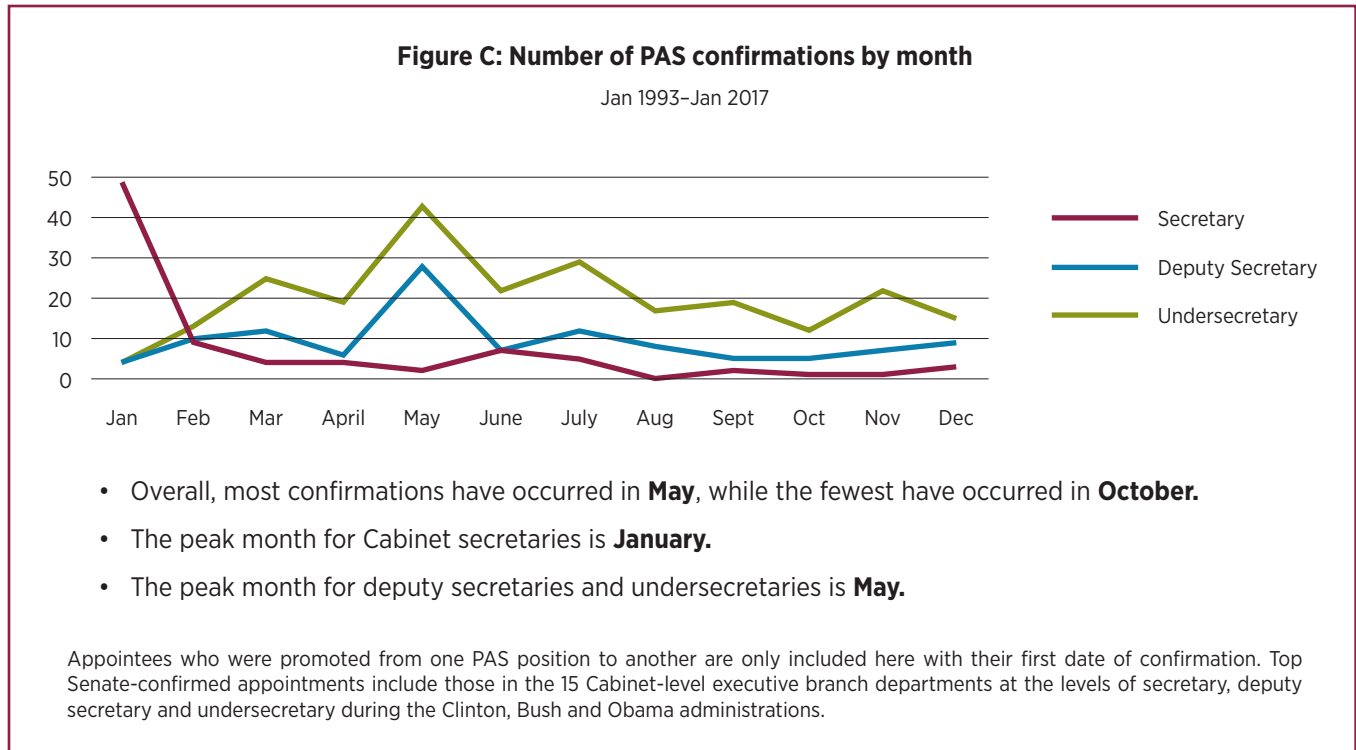
CEO: **7.2 years**

Cabinet secretary: **3.7 years**

Source: Dan Marcec, "CEO Tenure Rates," Harvard Law School Forum on Corporate Governance and Financial Regulation, Feb. 12, 2018. Retrieved from <https://bit.ly/2Z3CqXt>.

Appointees are also impacted by political cycles. They have a limited amount of time to implement their agenda and leave a legacy. For example, Cabinet secretaries will serve for less time than their private sector counterparts (see **Figure B**). This affects an appointee's ability to build relationships with stakeholders in the agency, across government, including the Office of Management and Budget, the Office of Presidential Personnel and the Office of Personnel Management, as well as with labor unions and industry associations.

Leadership transitions happen on a continual basis over the life of an administration, with appointees arriving at regular periods throughout the year (**Figure C**). You are uniquely qualified and positioned to partner with each appointee to support his or her orientation. And while onboarding processes are similar across government, each agency takes distinct approaches based on its mission, workforce and systems. For example, a CHCO—or equivalent—in a small agency is likely to brief the new head of an agency and other senior appointees about their pay, benefits and other agency processes, but a CHCO at a larger agency may only do so for the agency’s undersecretaries.



While you may not meet with senior appointees in their first few weeks, you will support incoming leadership by executing your duties with precision, commitment and quality. Your responsibilities and level of interaction will differ based on the seniority of the appointee—a deputy secretary, say, versus a non-career member of the Senior Executive Service. Those responsibilities will range from administrative to strategic, including confirming an appointee is in the agency’s payroll system, guiding appointees through the swearing-in process, and helping them determine how best to use the career workforce to implement their priorities.

ESTABLISHING YOURSELF AS A STRATEGIC PARTNER

Every leadership transition is an opportunity to build trust, through high-quality customer service and by helping appointees understand how they can implement their goals. As appointees become more familiar with the agency and their role, their attention will shift to advancing the agency’s mission. This can start at the point of onboarding, develop throughout the year (see **Figure D**), and will help you establish yourself as a strategic partner by tailoring your conversations, framed by these events.

You are distinctively positioned to orient and advise appointees on a range of topics, including recruiting, developing and managing people, and advancing their top issues. For example, consider appointees’ professional backgrounds, knowledge of federal government processes and preferences for receiving information when advising them on how they might improve employee engagement—or seek federal funding for transformation initiatives.

“Introduce them to the workforce, but also orient them to the levers they have available to align talent with evolving mission needs. This is an effective way to have a workforce by design and not by default.”

— Ventris Gibson, former Associate Deputy Assistant Secretary for Human Resources, Department of Health and Human Services, and former Chief Human Capital Officer, Federal Aviation Administration and Department of Veterans Affairs

Figure D: Strategic conversation opportunities

- Jan/Feb** • State of the Union address delivered to Congress
- Feb** • President’s budget request sent to Congress
- May** • Federal Employee Viewpoint Survey released by OPM
- Summer** • Agency strategic reviews conducted by OMB
- Sept/Oct** • Agency annual performance plan, report and priority goal statements submitted to OMB for review
- Nov** • Federal Employee Viewpoint Survey results released

The most successful CHCOs are internal champions for their workforce and help appointees navigate agency systems and processes so they can be effective in their roles. **Figure E** summarizes four high-impact areas you can discuss with new appointees and outline how your agency’s human resources policies and programs support strategic goals, performance outcomes, and retain a high-performing workforce.

Ultimately, you create the vision and direction needed to align an agency’s human resources policies and programs with the organization’s mission and performance. You can support appointees’ adoption of leading practices in three key stages: research and preparation for their arrival; onboarding and initial support; and establishing strategic partnerships.

Figure E: Federal workforce levers to advance mission priorities

(1) Managing Performance

DISTINCT ELEMENTS	TIPS AND TOOLS TO SHARE WITH APPOINTEES
<ul style="list-style-type: none"> • Everyone has a role—responsibility for managing performance is broader than the CHCO. • Performance management capability varies within agencies. • There is flexibility within OPM's structured process. • SES performance appraisal is different from the non-SES workforce. 	<ul style="list-style-type: none"> • Establish clear performance expectations from the beginning and identify performance management tools. • Communicate goals and priorities—embed and drive them through performance plans. • Prioritize getting to know the team, including best and worst performers—seek insights from trusted advisors. • Follow the performance management cycle, but have regular and ongoing conversations with staff. • Use data-driven processes to promote accountability and achieve results, e.g., SES performance ratings distribution.

(2) Workforce Reward and Recognition

DISTINCT ELEMENTS	TIPS AND TOOLS TO SHARE WITH APPOINTEES
<ul style="list-style-type: none"> • The federal workforce is mission-driven and focused on impact. • A reward and recognition system is already in place. • High value is placed on nonmonetary rewards with intrinsic worth. • Rewards and recognition are highly scrutinized (ethics). 	<ul style="list-style-type: none"> • “Walk the floor”—communicate the importance of being accessible, and get out and meet the workforce, in and outside of D.C. • Delegate and get your work done through people—seek ways to thank them for their contribution. • Understand what is attractive to and valued by staff—look beyond money and consider every possible reward option. • Seek expert advice about talent options and flexibilities to reward and recognize outstanding performance.

(3) Strengthening Employee Engagement

DISTINCT ELEMENTS	TIPS AND TOOLS TO SHARE WITH APPOINTEES
<ul style="list-style-type: none"> • Improving employee engagement is a top reform priority. • Rich data can identify areas of strength and focus improvement efforts. • Employee engagement, performance and customer experience are linked. 	<ul style="list-style-type: none"> • Know the data for the agency and examine results of key engagement surveys, e.g., FEVS and BPTW rankings. • Pay attention to senior leadership and agency subcomponent scores and trend data. • Discuss engagement trends, issues and actions taken to address them. • Identify and communicate actions the senior team will take to strengthen employee engagement.

(4) Investing in Talent for the Future

DISTINCT ELEMENTS	TIPS AND TOOLS TO SHARE WITH APPOINTEES
<ul style="list-style-type: none"> • Emerging technologies will require new skills. • Significant skill shortages exist in critical occupations. • Employees are seeking more mobility, diverse experience and meaningful professional opportunities. • Talent is not well-aligned to meet future workforce needs. 	<ul style="list-style-type: none"> • Understand the inherited workforce, how it might be shaped for the future and the impact on the current workforce. • Review key workforce plans, e.g., agency strategic workforce and human capital operating plans. • Consider how new mandates will impact talent development, e.g., the workforce cross agency priority goal, direct hiring authorities for STEM and cybersecurity positions, the Foundations for Evidence-Based Policymaking Act, the Program Management Improvement and Accountability Act and enterprise risk management. • Highlight data to identify key skill gaps, e.g., in cyber, HR acquisition, and IT and data science. • Have a development plan for the workforce so training aligns with mission priorities and addresses skill gaps. • Create a culture of investment in talent and employee well-being and develop a talent pipeline.

LEADING PRACTICES

RESEARCH AND PREPARATION FOR AN APPOINTEE'S ARRIVAL



Learn appointees' preferences for receiving information before their arrival. Based on the person's background, consider what information is relevant and how to present it in an easy-to-digest format. Reach out to individuals who have worked closely with the appointee to help inform your approach. This information will not only help your appointee absorb critical information better, but it also will strengthen your relationship with that individual.



Tailor briefings based on your appointee's background and understanding of the federal government. Political appointees have different strengths based on their experience, and they will have received varying levels of information prior to your briefing. Work with the assistant secretary for administration and management (or equivalent), your agency's White House liaison and the Office of Presidential Personnel to determine what your appointee needs to know.



Ensure administrative tasks are taken care of before the appointee starts. Provide instructions to your appointee on issues such as arrival time, where to park (and provide a parking pass), documents to bring and office location. Prepare the appointee's office equipment, and ensure paperwork, such as financial disclosure forms, is accurately completed and payroll is correct. While these tasks may seem trivial, poor execution will leave your appointee with a bad first impression.

ONBOARDING AND INITIAL SUPPORT



Block out time on your calendar to help your appointee navigate agency systems and processes and meet the right people during their first few days and weeks. Your in-depth knowledge, and relationships with key stakeholders, including your White House liaison and the Office of Presidential Personnel, will be valuable resources for your appointee. Sharing them builds trust.



Develop materials with details about your agency's people and processes. As the CHCO, you are responsible for briefing your appointee on the agency's workforce and how your department operates, e.g., its culture, structure and relationships. Providing this important information in a digestible format will accelerate your appointee's understanding of the organization and establish your credibility.



Outline the most pressing issues so an appointee is prepared to make early decisions on the things that matter most. At your briefings, discuss top issues and opportunities that require immediate decisions. These may include pending legal cases against the department, significant legislation, large contracts, and the potential for negative press coverage.



Identify how you and your office can partner with appointees to set them up for success. Articulate how your office can support an appointee's goals in an efficient and effective manner, even in cases where it is difficult to get time with a senior appointee.

ESTABLISHING STRATEGIC PARTNERSHIPS



Deepen your understanding of the vision and priorities of the administration and your agency's appointees. This will help you and your team to build rapport quickly and get on the same page, by framing your interactions and advice in a way that resonates with appointees. For example, explain how human capital programs support an appointee's objectives.



Build trust and rapport between your career and political executives. Career employees will have extensive knowledge and history that can influence an appointee's implementation approach. Fostering good relationships between political and career leaders will accelerate an appointee's understanding of how things really get done.



Orient your appointees to the different ways they can implement their goals, monitor progress and assess impact. As your agency's talent expert, you will be expected to brief them on the workforce and how to leverage talent. For example, share data about the agency's workforce and provide insights into the challenges and opportunities in areas such as recruitment, development and retention.



Connect appointees with agency subject matter experts. Experts can speak to policy and program issues for deeper understanding. These connections will also help them know where to turn with additional questions or for more information. **Table 1** covers common subject areas and discussion topics about C-suite priority areas.



Raise sensitive legal issues. You and the general counsel may need to brief incoming leadership on existing delicate legal issues relating to your workforce.

Table 1: C-suite discussion topics

TOPIC AREA	DISCUSSION POINTS
Budget and Finance <ul style="list-style-type: none"> Deputy secretary. Chief financial officer. Assistant secretary for congressional and legislative affairs. 	<ul style="list-style-type: none"> The impact of the current fiscal year budget, and status of the next fiscal year budget submission, including discretionary funding for reform commitments and other department priorities. The status and governance of the department's regular and IT working capital funds and shared services where applicable. The availability of funds to advance priorities and programs. The status of audits, budget execution and significant shortfalls.
Information Technology <ul style="list-style-type: none"> Chief information officer. Chief technology officer. Chief information security officer or senior advisor. 	<ul style="list-style-type: none"> The status of cybersecurity systems and programs in the department and its divisions; risks, vulnerabilities and any recent breaches; and opportunities to drive change. The organization of IT leadership in the department and its subcomponents as well as IT spending, staffing and performance issues.
Acquisition and Procurement <ul style="list-style-type: none"> Chief acquisition officer or senior procurement executive. 	<ul style="list-style-type: none"> The major existing contracts in the department and key issues. Major contracts that will be up for renewal in the first six months of an appointee's tenure.
Data and Evidence <ul style="list-style-type: none"> Chief data officer. 	<ul style="list-style-type: none"> Agency actions outlined in the Federal Data Strategy 2020 Action Plan including: <ul style="list-style-type: none"> Data needs to address priority agency questions. Progress toward embedding agency data governance and leadership. Maturity assessment of data and related infrastructure. Opportunities to strengthen the data skills of staff. Priority data assets for the agency's open data plan. Publication and updates to agency data inventories.
Performance Management and Improvement <ul style="list-style-type: none"> Performance improvement officer(s). 	<ul style="list-style-type: none"> Collaborative efforts with C-suite leaders to improve operational effectiveness and organizational performance, e.g., aligning personnel performance planning with agency goals and priorities. The status of internal strategic review processes, e.g., results of quarterly data-driven reviews of agency priority goals and the department's performance goals. Available data to assess and improve the performance of key department functions.

KEY ACTIONS

RESEARCH AND PREPARATION FOR AN APPOINTEE'S ARRIVAL

- Research your appointees' backgrounds to understand what critical information they need to know.
- Contact previous colleagues of appointees to learn about their communication preferences and working style, or, ask the senior agency official(s) responsible for preparing for an appointee.
- Prepare desk and workspace setup, including office supplies, hardware and software.
- Send your appointees a welcome letter confirming key information, e.g., first day schedule, location, dress code, parking, security, building entry arrangements.
- Provide a photo of your appointees to building security so they can access the building on their first day. You may also have a staff member waiting to greet an appointee to walk them through the process.
- Notify internal stakeholders of an appointee's arrival date, including White House personnel, senior career program staff, functional leads, e.g., budget, acquisition, HR and IT personnel, front-line staff, and local and international staff.
- Provide a transition binder with names, job titles, contact information and backgrounds of agency leaders and stakeholders.

ONBOARDING AND INITIAL SUPPORT

- Provide support for the appointee's swearing-in ceremony:
 - Liaise with the White House documents office.
 - Present appointee(s) with their certificate and pictures of the ceremony.
- Provide new hire forms and benefits enrollment paperwork to your appointee or to the HR services team and request any background materials needed.
- Prepare stakeholders involved in onboarding the appointee and schedule briefings with agency officials including the:
 - Designated agency ethics official for ethics briefings.
 - General counsel.
 - Assistant secretary for administration and management (or equivalent) and other C-suite leaders, including the CFO, CIO, CAO, CDO and PIO.
- Provide an overview of the training and briefings available to them, including those provided by the agency and external providers, e.g. Federal Executive Institute SES onboarding, and the Partnership's Ready to Govern initiative.
- Schedule a time to sit with new appointees to run through payroll policies, leave—e.g., sick and vacation—and other benefits, e.g., incentive policies.
- Provide appointees with a list of key contacts that include phone numbers, email addresses and physical location, so they know who to reach. Add your name to your appointee's phone.
- Provide account logins, email addresses and network registrations.
- Complete orientation forms and other paperwork with the appointee.

ESTABLISHING STRATEGIC PARTNERSHIPS

- Introduce yourself to the appointee or member of his or her team, e.g., the appointee’s transition director, chief of staff, and share a one-minute elevator pitch on your role and how you can provide support.**
- Familiarize your appointee with the stakeholders in your agency and across government, especially if they have not worked in a federal agency previously, e.g., the White House liaison and oversight committees.**
- Provide information about the structure of the agency, including the organization of HR in the department and its subcomponents, and relationship to the C-suite.**
- Schedule time to discuss the agency’s workforce, including:**
 - Demographics, e.g., retirement eligibility, diversity, location and comparative workloads of all federal agency and contract staff.
 - Key workforce segments, e.g., contractors, part-time and seasonal, civilian and military, and different classifications such as General Schedule, Foreign Service Officer and Senior Executive Service
 - Staffing and vacancies, including vacancies in top leadership, and the implications for the agency and the profile of the SES, e.g., recent requests to OPM for additional SES, recruitment strategies, SES vacancies, and rotation plans.
 - Employee engagement, focusing on current and past Federal Employee Viewpoint Surveys and the Best Places to Work in the Federal Government® rankings.
- Schedule time to discuss the agency’s skill profile and talent needs including:**
 - Strengths and skill gaps, and their impact on the appointee’s priorities.
 - Talent gaps that will impact the agency’s ability to delivery key policy, management and agency priorities.
 - Flexibilities to organize the workforce to advance the agency’s mission.
 - Ratio of political to career employees, and the size of the federal contractor workforce.
 - Organizational goals, history, culture, structure and significant programs.
- Schedule time to discuss other agency priorities and brief appointees on the top human capital issues, e.g., use a performance dashboard that provides key metrics and performance insights.**
- Confirm the appointee is briefed on strategic priorities, potential risks and problem areas, e.g., major lawsuits, investigations and items on GAO’s High-Risk List.**
- Communicate an appointee’s priorities to your team so team members understand how to convey information and approach briefings effectively.**
- Establish a regular meeting cadence with your appointee and their team to gauge progress, address potential issues and exchange feedback.**

TOOLS AND RESOURCES

PARTNERSHIP FOR PUBLIC SERVICE PROGRAMS AND INITIATIVES FOR CHCOs AND HR LEADERS

- **Federal Human Capital Collaborative:** <https://ourpublicservice.org/programs/federal-human-capital-collaborative/>
- **Public Service Leadership Model:** <https://ourpublicservice.org/our-work/public-service-leadership-model/>
- **Emerging HR Leaders Forum:** <https://ourpublicservice.org/programs/emerging-hr-leaders-forum/>
- **Advancing HR Leaders Program:** <https://ourpublicservice.org/programs/advancing-hr-leaders/>

CENTER FOR PRESIDENTIAL TRANSITION RESOURCES

- **Center for Presidential Transition:** <https://presidentialtransition.org/> (more detail below)

Onboarding Process

- **Presidential Transition Guide:** <https://presidentialtransition.org/publications/presidential-transition-guide/>
- **Agency Transition Guide:** <https://presidentialtransition.org/publications/agency-transition-guide/>
- **Guidelines for Cabinet Orientation:** <https://presidentialtransition.org/publications/guidelines-for-cabinet-orientation/>

Personnel Descriptions and Processes

- **Federal Position Descriptions for Senate Confirmed Positions:** <https://presidentialtransition.org/resources/federal-position-descriptions/>
- **Political Appointee Tracker:** <https://www.washingtonpost.com/graphics/politics/trump-administration-appointee-tracker/database/>
- **The Vacancies Act:** Frequently Asked Questions: <https://presidentialtransition.org/publications/the-vacancies-act-frequently-asked-questions/>
- **Appointee Selection Process by Level of Appointee:** <https://presidentialtransition.org/wp-content/uploads/sites/6/2016/01/a1ba1cb345861ee0b16f82337ce79308-1453070694.pdf>
- **General Confirmation Flow Chart:** <https://presidentialtransition.org/wp-content/uploads/sites/6/2012/12/182bbdc6fa96749a601a64380edfa90-1453071852.pdf>
- **Candidate Vetting Checklist:** <https://presidentialtransition.org/wp-content/uploads/sites/6/2015/11/1cdb832732d7c49e877a9456bf48669d-1463499658.pdf>

Resources for Incoming Appointees

- **Ready to Govern Program for Political Appointees:** <https://presidentialtransition.org/wp-content/uploads/sites/6/2020/01/Ready-to-Govern-Brochure-2019.pdf>
- **Guide for Incoming Assistant Secretaries for Administration and Management:** <https://presidentialtransition.org/publications/guide-for-incoming-assistant-secretaries-for-administration-and-management/>
- **Guide for Incoming Cabinet Deputy Secretaries:** <https://presidentialtransition.org/publications/guide-for-incoming-cabinet-deputy-secretaries/>
- **Guide for Incoming Cabinet Secretaries:** <https://presidentialtransition.org/publications/guide-for-incoming-cabinet-secretaries/>

Resources for Briefing Incoming Appointees

- **Agency Review and Landing Team Principles, Guidance and Materials:** <https://presidentialtransition.org/publications/agency-review-and-landing-team-principles-guidance-and-materials/>
- **Agency Briefing Book Sample Table of Contents:** <https://presidentialtransition.org/publications/agency-briefing-book-sample-table-of-contents/>
- **Agency Briefing Material Bureau/Component Executive Summary Template:** <https://presidentialtransition.org/publications/agency-briefing-material-bureau-component-executive-summary-template/>
- **Agency Briefing Material Deep-dive Template:** <https://presidentialtransition.org/publications/agency-briefing-material-deep-dive-template/>
- **Briefing Material Office/Region Executive Summary Template:** <https://presidentialtransition.org/publications/briefing-material-office-region-executive-summary-template/>
- **Romney Readiness Project Staff Briefing Packet:** <https://presidentialtransition.org/publications/romney-readiness-project-staff-briefing-packet/>

INPUTS FOR BRIEFING INCOMING APPOINTEES

- **President’s Management Agenda and Cross Agency Priority (CAP) goals:** <https://www.performance.gov/PMA/PMA.html>
- **U.S. Government Accountability Office High-Risk List:** <https://www.gao.gov/highrisk/overview>
- **U.S. Office of Government Ethics Presidential Transition Materials:** <https://www.oge.gov/web/oge.nsf/Resources/PRESIDENTIAL+TRANSITION>
- **Best Places to Work in the Federal Government® Rankings and Analysis:** <https://bestplacetowork.org/>
- **Budget Primer: Managing Three Budgets Concurrently:** <https://presidentialtransition.org/publications/budget-primer-managing-three-budgets-concurrently/>

FEDERAL WORKFORCE REGULATIONS

- **Presidential Transition Guide to Federal Human Resources Management Matters:** <https://www.opm.gov/about-us/our-people-organization/office-of-the-director/executive-secretariat/#url=Presidential-Transition>
- **Merit System Principles:** <https://www.mspb.gov/meritsystemsprinciples.htm>
- **Prohibited Personnel Practices:** <https://www.mspb.gov/ppp/ppp.htm>
- **U.S. Code Title 5— Government Organization and Employees:** <https://www.govinfo.gov/content/pkg/USCODE-2009-title5/html/USCODE-2009-title5-partI.htm>
- **Records-management Guidelines for Incoming and Departing Appointees:** <https://www.archives.gov/records-mgmt/publications/documenting-your-public-service.html>

U.S. OFFICE OF PERSONNEL MANAGEMENT ONBOARDING RESOURCES

- **Executive Order Guidance “Strengthening the Senior Executive Service: Implementing the Executive Onboarding Requirement”:** <https://chcoc.gov/content/executive-order-guidance---strengthening-senior-executive-service-implementing-executive-0>
- **Executive Onboarding Resources for New Executives and HR Practitioners:** <https://www.opm.gov/wiki/training/New-Employee-Orientation.ashx>
- **Executive Resources Standard Operating Procedures:** <https://www.opm.gov/wiki/uploads/docs/Wiki/OPM/training/OPM%20Executive%20Resources%20SOP%20-%20Onboarding%20Section.pdf>
- **Report “Hit the Ground Running: Establishing a Model Executive Onboarding Program”:** https://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/Hit_the_Ground_Running_Establishing_a_Model_Executive_Onboarding_Framework_2011.pdf